

Central Intelligence Agency



Washington, D.C. 20505

ER

Executive Registry

85- 1489

5 April 1985

NOTE FOR:

C/OTS/ATG

SUBJECT: Your Ideas on T&A Card Handling


ack:

Just a final note on T&A cards. I mentioned earlier that we will be fielding a new payroll system which, ultimately, will allow us to get rid of the cards and come as close as we can within current law to reporting by exception.

Our first step in this direction should occur this summer. An interim software package is scheduled to be available then which will allow T&A clerks having access to VM to call up T&A card facsimiles on their terminal screens and dispatch those requiring no leave or overtime entries by merely hitting the "ENTER" key for each. Assuming that electronic signature will be deemed legal, such transactions might be approved--but not sent--as a group with one such signature. Leave and overtime entries would have to be made and approved individually via the terminal.

The fully capable payroll system, which should be operational in 1988, will do away with the card facsimiles. All records appearing on a T&A listing requiring no leave or overtime entries will be dispatched as a group with a single key stroke. Exceptions will be handled individually on the terminal.

Executive DirectorA-105
B-102

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

T&A Card "Abuses", Part II

FROM:

C/OTS/ATG
229 South

EXTENSION

NO.

DATE

26 February 1985

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Director
7E-12 HQS

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26 FEB 1985

MEMORANDUM FOR: Executive Director

FROM:

C/OTS/ATG

SUBJECT: T&A Card "Abuses", Part II

1. Thank you for your response to my suggestion on doing away with T&A cards. To expand on your metaphor, great minds certainly run in similar channels, but so does sewage.

2. The problem you cited - if we go to exception reporting, how do we deal with the individual who takes leave but does not tell us that he/she has done so - is one for which I have a direct but not so insightful answer. The action you describe is one of two things: it is an honest error or it is fraud. I believe that the means by which we deal with such an individual are clear once management determines the causal nature of the error. An ex post facto reduction in leave balance for an honest error is perfectly appropriate. Severe administrative action including termination of employment is a proper response to fraud.

3. Obviously, I find exception reporting attractive or I would not have sent you my first communication. But the problem you cite makes me even more attracted to the idea. The onus for strictly accurate reporting is now in the hands of the individual where it belongs. Certainly, in the case of over-time claimed, the employee should be sure to get that information "into the system" promptly lest the additional salary not be paid. At the same time, the need to report periodically on work hours performed makes the omission of any such report a dereliction of responsibility. Sins of omission usually tend to be minimized in a bureaucracy; exception reporting of T&A records tends to make a sin of omission a de facto sin of commission.

4. Perhaps I am drawing an erroneous conclusion from your note. I hope that an "airtight" means of answering your concern was not the reason that such a system has not been instituted. The current system does not prevent such abuse in any way. I can take an afternoon off and if my secretary (who keeps track of my comings and goings) does not put the hours on my T&A card and if I forget to do so also, then my leave balance will not be reduced by the correct five hours. Thus, the integrity of the leave balance records is not protected, except by the diligence and integrity of the individuals immediately involved in the recordkeeping. Exactly the same situation would

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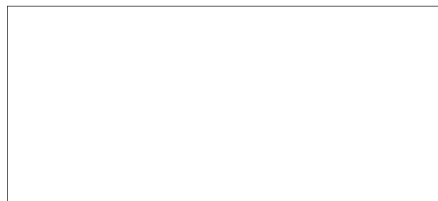
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SUBJECT: T&A Card "Abuses", Part II

pertain to an exception reporting system. If you are worried about the integrity of the process in addition to the integrity of the leave balance records, we could send a "statement" of leave accrual and leave taken to each employee every six months for verification. At this time, the employee will acknowledge the veracity of the statement by signature and correct any errors. (Note that verification of an error in one's favor at this time also constitutes error or fraud and allows for remedy.) If more frequent checks are deemed necessary, a summary leave taken report could be sent to each supervisor periodically for everyone under his responsibility for his review and comparison with his/her records of time worked in the Branch or Section.

5. By putting this responsibility where it belongs, we can now consider writing a very strong regulation for errors in T&A reporting since the individual is always going to be part of the process by which errors occur. I have to believe that management would have to see a blatant case of abuse under the current system to take drastic action since much of the reporting system is out of the control of the individual whose leave balance is directly affected. I would feel more comfortable under exception reporting making every individual in Applied Technology Group totally responsible for the integrity of the leave records process and thereby totally liable for errors that are allowed to go uncorrected.

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Attachments:

- A. T&A Card "Abuses"
- B. Exec. Dir. Note

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Central Intelligence Agency
Washington, D.C. 20505

22 February 1985

Executive Director

NOTE FOR:

Chief, Applied Tech Grp/OTS

SUBJECT : T&A Card "Abuses"

Jack:
Jack:

Thanks for your suggestions on the T&A card abuse problem. As usual, great minds come to the same conclusions. A while ago we decided to get rid of T&A cards entirely. We were moving toward this as we were building software for the new payroll system. There is a problem, however, to which I haven't yet heard a fully satisfactory answer. That is, if we move to exception reporting, how do we deal with the person who takes leave but doesn't tell us that he has done so? Doubtless you have an insightful answer?

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15 February 1985

MEMORANDUM FOR: Executive Director

FROM:

Chief, Applied Technology Group, OTS

SUBJECT: Time and Attendance (T&A) Card "Abuses"

1. In November 1984, the Director urged all of us to communicate ideas that might improve the way we do business. You were designated as a potential recipient of such ideas. This memorandum will outline some observations on the recurring problem of "abuse" of T&A cards.

2. Recently, all managers in OTS were charged to scrutinize carefully T&A cards regarding overtime claims and the like. Be assured that this is not the first time I have received such exhortations; and I, in fact, try to do it regularly. We could (and I think we should) delegate authority/responsibility for T&A approval of all kinds to more people. The closer to the actual situation we assign authority/responsibility, the better quality of review we will achieve. Approval level should be no more than two levels above the employee. Please recall that the charge of the Light Brigade was ordered by an officer who had never seen the terrain.

3. Another dimension of the T&A problem that crops up occasionally is the failure to report leave taken. I think we need to change the form of the T&A card as a means to alleviate this problem. Currently, the employee does not sign or initial the card anywhere unless there is leave taken. If one fails to report such leave, there is no document which shows his/her involvement in this reporting. Only the act of claiming leave puts the employee in the position of endorsing the T&A card. Intellectually, it seems clear to me that we would desire the employee's endorsement of his/her T&A card to make any such intentional omissions de facto fraudulent.

4. Having delved in the mire of detail, let me suggest an idea which is more global in nature: be rid of T&A cards entirely. In the modern era of data processing and data base management, can we not consider periodic T&A reporting only in cases where there are unusual events to report (e.g., leave taken of any kind, overtime, etc.). Is it really necessary to have a document that tells someone to issue me my

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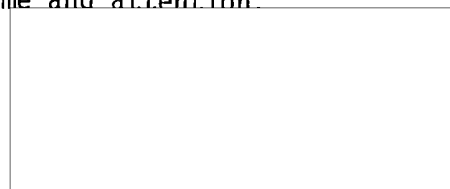
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SUBJECT: Time and Attendance (T&A) Card "Abuses"

check every two weeks for the normal amount and to increment my leave balances by the prescribed amount? I think we are really looking for the exceptions to the normal pay period which need to be kept track of. Why then burden a system looking for exceptions with a mountain of cards that report "no exceptions this time?"

5. I've been intentionally brief here. I'm sure you know that I stand ready to expand on any of these ideas to you or anyone else if that is ever necessary. Thanks for your time and attention.



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